



FOR YOUTH DEVELOPMENT™
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

eliminating racism
empowering women
ywca

BETTER TOGETHER

DUBUQUE COMMUNITY YMCA/YWCA STRATEGY ROAD MAP 2015 and Beyond

The Board of Managers of the Dubuque Community YMCA/YWCA commissioned the Strategic Planning Committee to lead the strategic planning process in January, 2015. The committee met for several planning sessions prior to the Board/Staff Planning Retreat to study the unique community needs that will shape our Y's future direction. Following the retreat, the Planning Committee and senior staff leadership refined the organizational strategies and desired outcomes for the Y's Big Questions.

Local and national trends continue to be factors in defining how we will strengthen our capacity to serve our community and explore the opportunities to make it the best it can be. This is a "living" plan; we are committed to long-term impact, and we recognize the need to continuously adapt our strategies as our environment changes.

► OUR DESIRED COMMUNITY IMPACT

To unite and connect our diverse community, providing opportunities to explore and develop their holistic potential and to be a sustainable and accessible organization.



► OUR IDENTITY PROFILE

At the heart of our **Identity Profile** are three essentials necessary to develop and implement successful organizational strategies: a sound operating model, keen market awareness, and an understanding of our unique strategic advantages. These give us a deep understanding of our Y that will strengthen all current and future strategy work.

Because we seek to...	Unite and connect our diverse community, providing opportunities to explore and develop their holistic potential and to be a sustainable and accessible organization.
Serving...	Families, children, older adults, victims of domestic violence, corporate wellness partners and tourists.
In the geographic area of...	The communities of Dubuque County, East Dubuque, and Peosta.
Through...	Values-centered, quality programs and services focused on youth development, healthy living and social responsibility.
And maximize our unique strategic advantages of...	<ul style="list-style-type: none"> • YMCA and YWCA national heritage, unique brand and strong reputation as a sustainable organization serving our community for 149 years. • Genuinely welcoming and accessible to individuals of all ages and diverse backgrounds, including those in need of financial assistance. • Multiple locations that enables the community to participate in a wide variety of activities; serving specific needs and interests. • Largest child care provider in the community with unique program amenities that are bundled into the program.
We sustain our work through a funding mix of...	Membership and program revenues and corporate, foundation and individual donations, partnerships and collaborations.

► OUR STRATEGY SCREEN

Our **Strategy Screen** is the set of criteria we will use to discern whether a particular strategy is congruent with our desired impact. Following are the criteria we will use to help us develop strategies that answer our Big Questions now and in the future.

- How does it align and support our missions?
- Do we have the financial and non-financial resources necessary to sustain this initiative
- How does the outcome meet the desired impact and is it measurable?
- Could this initiative negatively impact our not-for-profit status?
- How does this initiative leverage one or more of our strategic advantages?
- How does this initiative support a verified community need?

► OUR BIG QUESTION IN 2015

A **Big Question** is an opportunity or threat to which our YMCA must respond. Usually, it is beyond the scope of our organization's current strategies, thus requiring a new strategy and articulation of organizational response.

How do we achieve sustainability, accomplish greater community engagement and address community needs?



**Critical Social Issues
Facing Our Communities**

Organizational Response

YOUTH DEVELOPMENT

- Erosion in social-emotional development leading to negative youth behaviors
- Limited availability of non-athletic programs that draw out youth skills, creativity and confidence.
- Youth need better support in practicing positive habits that include physical activity and healthy eating.

We will help children and teens realize their potential and nurture their social-emotional, cognitive and physical development through holistic youth programming, experiences and supports.

HEALTHY LIVING

- High rates of chronic disease and obesity in youth and adults
- More support needed for health seeking adults to practice positive habits that include physical activity and healthy eating
- Lack of opportunities for adults to have convenient access to structured activities in a community facility.

We will support those in our community who seek healthier lifestyles and greater well-being.

SOCIAL RESPONSIBILITY

- Community support systems are not keeping pace with changing demographics and the needs of the family unit.

We will adapt our programs and services to the changing demographics of our community, ensuring maximum impact.

► OUR STRATEGIES SUMMARY

Organizational Response & Strategies	Desired Outcomes
<p>PROGRAMS: Expand programs by assessing community trends in youth development, healthy living and social responsibility and respond with programs and services that achieve impact.</p> <ul style="list-style-type: none"> Expand our <u>reach in child care services</u>; continually look to expand our impact by partnering with like-minded organizations in order to uncover underserved families with child care needs. Develop new and innovative <u>non-athletic youth programs</u> designed to draw out youth skills, creativity and confidence Create opportunities for <u>families to connect and engage together</u> through programs that foster stronger family bonds. Develop new and innovative <u>health and wellness programs</u> that will help people achieve their goals. Develop an approach to <u>strengthen the health management capacity</u> for women who use the Shelter services 	<ul style="list-style-type: none"> New preschool site and additional child care sites based on a community needs assessment that identifies unserved populations. The number of youth actively participating in Y programs increases from 1358 to 1500 with 60% citing the Y helped them achieve their goals of: <ul style="list-style-type: none"> Improve knowledge of activity or program. Improve skills or ability in each activity or program. Increase knowledge of wellness and healthy living. Increase satisfaction in program delivery. Overall satisfaction with parents with children enrolled in child care programs is benchmarked with the goal of achieving a 75% satisfaction rate in 2016. Achieve DHS license for 4 schools in 2015 and 6 schools in 2016. New family programs are added between 2015 - 2017 and participants self-report that participation has strengthened family bonds. 4 programs added to specifically address chronic disease and lifestyle management including: Diabetes Prevention, LiveStrong, Enhance Fitness, Move for Better Balance and Safety Around Water. Measure on achievement of health and well-being goals from SEER study Baseline 37% with a goal of 56% in the very good category. Shelter outcome TBD
<p>PEOPLE: Engage, develop and empower leaders who are passionate and dedicated to the mission, cause and values to ensure that all segments of the community are welcome at the Y.</p> <ul style="list-style-type: none"> Create a culture for our members which focuses on <u>member engagement, cultivating relationships and building a greater sense of belonging.</u> Develop <u>passionate, cause-driven staff leaders</u> through intentional training. Strengthen the foundational elements of <u>Board Governance</u> and create a <u>sustainable culture of exceptional governance.</u> 	<ul style="list-style-type: none"> SEER Membership Engagement survey results consistently improve and rank at or above national averages in all major metrics areas; 50% of members report the Y has helped them achieve their health and wellness goals (baseline 37%). Membership retention is consistently at or above 55%; new member retention at 90 days to at least 75%. (Baseline in 2014: 46%) 100% FT staff contribute to Y's annual fundraising campaign. (Baseline in 2014 is 100%) <ul style="list-style-type: none"> PT staff 25% 2014-15 PT staff 30% 2015-16 PT staff 35% 2016-17 PT staff 40% 2017-18 The composition of the board, staff and program volunteers reflects the ethnic and socio-economic diversity of the Y's service area by 2017. Governance Committee commissioned and in place by September 2015 Board confidence in Y-USA best practice

	<p>assessment is at least 67% in all seven strategy areas.</p>
<p>FINANCIAL DEVELOPMENT: Promote sustainability and philanthropy by generating increasing amounts of financial support from charitable sources to achieve impact</p>	<ul style="list-style-type: none"> • Create and maintain a <u>culture of philanthropy</u> by growing the <u>Annual Community Support Campaign</u> • <u>Promote sustainability</u> by developing an endowment development campaign. • Develop a plan to increase community awareness of the Y as an organization that <u>strengthens community and demonstrates our cause, impact and charitable worth.</u> • Develop a <u>capital plan</u> for all facilities that encompasses current and future needs of all capital assets and considers community needs for expansion. <ul style="list-style-type: none"> • Annual contributed revenue equals or exceeds: (Baseline in 2014:less than1%) <ul style="list-style-type: none"> ○ 12% of total revenue in 2014-15 ○ 13% of total revenue in 2015-16 ○ 14% of total revenue in 2016-17 ○ 15% of total revenue in 2017-18 <p>The financial assistance program grows 1-3% annually and is fully funded through the annual contributed support campaign. The financial assistance program is fully funded through the community support campaign by 2016-17.</p> • Increase the number of member donors: <ul style="list-style-type: none"> ○ 2% of household member units in 2014-15. ○ 5% of household member units in 2015-16 ○ 8% of household member units in 2016-17 ○ 10% of household member units in 2017-18 <p>Based on 3,500 – 3,600 household member units</p> • Reach the following donor retention percentages: <ul style="list-style-type: none"> ○ 38% of total revenue in 2014-15 ○ 40% of total revenue in 2015-16 ○ 42% of total revenue in 2016-17 ○ 44% of total revenue in 2017-18 • Create a legacy Society 2015-16 • Launch a capital campaign for new and existing facility needs by 2017.